

Proposed STARS Questions

Project Management

The Auditor of Public Account's Interim Review of the STARS Project, published this past January, recommended that VSP, "Develop an estimated cost to complete the project in order to improve the effectiveness of budget management." What progress has VSP made toward completing that estimate? Can you share the details of that estimate with the committee? **<Not Answered>**

Please describe the project's Quality Assurance methodologies and activities. Is there a formal Quality Assurance Plan? **<Not Answered>**

What are the project's top five risks? Please describe each risk including the likelihood of occurrence and potential cost, and address the project's plans for avoidance, mitigation and/or acceptance. **<Not Answered>**

The APA report described the Project Team as, "unconventional," in that "the Property and Logistics Division Commander and Communications Division Commander share the roles and responsibilities of Project Manager while the individual with the designation "Project Manager" works under the direction of the Communications Division Commander." It is our understanding that this arrangement is continuing, except that the new project manager reports to the Property and Logistics Division Commander. How does this arrangement address APA's observation that, "This organization of the Project Team makes it difficult to determine who has responsibility for various aspects of the Project?" **<Not Answered>**

The project appears to be in a day-for-day schedule slip related to the "lock-down" of microwave tower sites. Can you elaborate on this issue and the project's plans to resolve them? **<Not Answered>**

Other agencies, for example Forestry, Game and Inland Fisheries and VDOT, are using STARS. How is the deployment of STARS equipment to those agencies, both fixed station and mobile equipment, incorporated into the project schedule? **<Partially Answered>**

The APA cited the need for a "communication plan to ensure current processes are included and all necessary written communiqué is documented and agreed-upon by all stakeholders." What is the status of the development of that plan? **<Not Answered>**

The APA report also recommended that "the Project Management Team should develop a long range assignment schedule for its internal resources in order to plan for the inspection and testing of deliverables by Motorola." What is the status of that schedule? **<Not Answered>**

Given the size and complexity of STARS, if it were initiated today, it would most likely be structured as a program, with a program management office and individual projects,

with their own project managers and project management offices established subordinate to the program manager. For example, there could be a project for the construction of the microwave system, a separate project for the land-mobile radio system and so forth. Has VSP considered restructuring STARS as a program, to get better control of cost and schedule? **<Not Answered>**

Does STARS have an established training plan? Please describe. **<Not Answered>**

Technology

Late last year, the project experienced a significant problem with the Digital Vehicle Repeater System. Is VSP still experiencing problems with DVRS? **<Not Answered>**

We understand that the on-board vehicle systems have also conflicted with STARS equipment. Please describe these problems and their resolution. **<Answered>**

We understand that VSP has undertaken the use of cellular carrier “air cards” because mobile data communications as envisioned in the project are not adequately supported over the land-mobile radio network. What specific problems has the project encountered and what are the long term plans for mobile data communications? **<Not Answered>**

The ITIB approved the Law Enforcement Activity Management (LEAMS) project in state police. It is our understanding that LEAMS is intended to function through the mobile data terminals in VSP vehicles. Have the STARS and LEAMS Project Management Offices been coordinating? Do you have adequate bandwidth to support the LEAMS application with STARS? **<Not Answered>**

VSP is using a Motorola proprietary computer as the mobile data terminal. Some of those computers are reaching the end of their service life. Has VSP considered a Commercial Off-the-Shelf alternative to this proprietary hardware? **<Not Answered>**

There are at least two potential rebanding initiatives on the horizon. Of special concern is the potential requirement to reband the Digital Vehicle Repeater Systems (DVRS). The FCC appears to have established very stringent “narrowband” requirements which may limit the solutions available to VSP. The agency previously indicated that it and Motorola will address these initiatives as separate efforts, outside STARS. Please address rebanding, VSP’s approach to rebanding, the planning and work done to date on this issue and the potential impacts on VSP Communications Division’s limited staff. **<Not Answered>**

Operations and Maintenance

What are VSP’s long term plans for support and refreshment of the STARS technologies, after the system has been completely built? **<Not Answered>**

One of the key features of STARS is interoperability with locality communications systems. It is our understanding that these interoperability initiatives are out-of-scope to

STARS and are or will be run as separate projects. Is this correct? If so, what is the plan for assuring future interoperability? <Not Answered>

What is the expected annual operation and maintenance cost, once the system is fully deployed? How will those costs be funded? <Not Answered>

What role do you envision for the Virginia Information Technologies Agency, in the long term operation and maintenance of the system? <Not Answered>

Concluding Question

How can the Information Technology Investment Board assist the STARS program to a successful completion? <Not Answered>